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## RECORD OF PROCEEDINGS

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Minutes of the Regular Meeting  
April 23, 2020

The Regular Meeting of the Eagle County Health Service District occurred on April 23, 2020 at 8:00 a.m.; via remote attendance, in accordance with the applicable statutes of the State of Colorado.

**The following Directors were attending remotely:**

**Attendance:**

Jeff Babb  
Jeff Kingston  
Dan Smith  
Dr. John Woodland  
Janet Bartnik

**Also attending remotely:**

ECHSD Staff:  
Chris Montera, CEO  
Peter Brandes, COO  
Amy Gnojek, CFO  
Scott Lindquist, IT Specialist  
Jim Bradford, Operations Manager  
Marc Burdick, Quality & Compliance Manager  
Will Dunn, Clinical Manager  
Kim Blackford, Human Resource Specialist  
Kevin Creek, Community Paramedic Supervisor  
Veronica Ross, Finance Specialist  
Jennifer Cooley Follett, Administrative Assistant  
Chris Marsh, Vehicle Maintenance Coordinator  
Graham Kane, Safety Specialist  
Kim Nelson, Operations Specialist  
Katie Coakley, PIO & Communications  
Scott Harmsen, Paramedic Supervisor  
Elaine Turnbull, Billing Specialist  
Hank Bevington, Paramedic Supervisor  
Sandy Varela, Administrative Assistant

Public:  
None

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#### **Call to Order**

The Regular Meeting of the Board of Directors of Eagle County Health Service District was called to order by Director Babb on April 23, 2020 at 08:00 a.m. noting a quorum was present.

#### **Consent Agenda**

Motion made by Director Babb to accept the consent agenda as presented. Second by Mr. Kingston. Motion passed unanimously.

RESOLVED to approve the February 20, 2020 Board Meeting Minutes, March 11, 2020 Special Board Meeting Minutes and the Monthly Expenditures for February and March as presented.

#### **OLD BUSINESS:**

#### **COVID Update:**

Mr. Montera thanked the Board of Directors for their trust in the District through these unprecedented times. The Incident Command Team and the rest of the staff have done amazing work the past 6 weeks dealing with this pandemic. Community Paramedic calls were double the average numbers on some days. Field staff did an amazing job maintaining PPE and determining best practices to keep the crew members safe. Even with treating over 120 COVID possible and/or positive patients, not a single employee has tested positive for COVID to date. The Staff members have been innovative, agile, and have kept the organization running virtually. Eagle County was successful at flattening the curve. There has been a team effort between the District, Vail Health and Colorado Mountain Medical that has been nothing short of amazing. The District plans to open the office on May 4<sup>th</sup> slowly and intentionally making sure to fill out the proper paperwork with the County, even though the District is considered an essential business.

On behalf of the Board, Mr. Babb thanked everyone for the staff's amazing team effort during this unprecedented time.

#### **NEW BUSINESS:**

#### **New Electronic Medical Record/ Billing Company Update:**

Mr. Montera stated the need for a new Electronic Medical Records system due to the non-compatibility of our current system with the new billing company. After researching, staff decided ESO was clearly our best choice moving forward. Implementation started on April 7<sup>th</sup> and it is almost completely up and running. The Go Live date is currently May 18<sup>th</sup>, 2020. Mr. Dunn will begin rolling out training for the staff this week. Some CAD data is

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already coming over from dispatch. ESO's annual pricing is comparable to what Zoll, was charging, but the product is significantly better and allows interfacing with the hospital, clinics, and the new billing company.

#### **Financial Update and Discussion:**

Ms. Gnojek would like to table this discussion until after the CFO Report.

#### **UPDATES:**

#### **Chief Executive Officer Report –**

Mr. Montera introduced the newest member of the team, Ms. Katie Coakley. She is the Communications and Public Information Officer. She was scheduled to come on board on March 31<sup>st</sup>, but in light of the COVID pandemic she began working in mid-March. Ms. Coakley stated that she looks forward to meeting all the of the team and Board members in person soon. She has been working on social media campaigning and a variety of other projects. Ms. Coakley is grateful for this employment opportunity and stated that she is proud to work with such an amazing group of people. She is eager to release a few stories and get some much deserved recognition for the District.

Mr. Montera stated that he tasked the whole Management Team with finding new revenue sources. The ET-3 project has been delayed until the fall of this year. Talks with Anthem have resumed and it is hopeful that a contract will be in place sometime in June 2020 to cover payment for the Community Paramedic program, 911 inter-facility calls and other scenarios. The District's model and contract with Anthem will be the template for all of Colorado.

#### **Chief Financial Officer Report -**

Ms. Gnojek stated that what the District has experienced during the first quarter of this year will be indicative of how COVID is going to affect future financials. January and February were strong, but in March revenues plummeted. Ms. Gnojek did a comparison between this year and last year for the period between March 12<sup>th</sup>-April 12<sup>th</sup>. Billable transports are down 50% from the same period in 2019. She stated that this will be impactful on this year's budget.

Year-to-date, compared to last year, the District's net revenues are fairly similar due to monies from grants, income, and tax revenues. Ms. Gnojek reported that expenditures are significantly higher for the same time period due to the hiring of surge staff, three new positions including two Community Behavioral Health Navigators and a Public Information Officer/ Communications person. In addition, vacations were halted, daily open positions were backfilled, as well as paying increased amounts of overtime. The Net Surplus is at \$511,000 but will continue to decrease throughout the remainder of the year.

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The Statement of Net Position on the Balance Sheet paints a brighter picture. Ms. Gnojek stated that the District has been planning well for this day by building up money in the reserves, enough so the District can weather this storm for some time. She has also changed the investment strategy by letting long term bonds mature, not reinvesting and putting that money into cash.

Ms. Gnojek commented that the Cash Flow Statement shows an increase in cash for March due to the tax revenues from the County Treasurer. The Days cash on hand looks very strong at this time, showing enough money to cover Operating Expenses for 7 to 8 months if no more revenue was received moving forward.

On the other hand, the Accounts Receivable is not looking as healthy presently, which was anticipated, because people are holding on to discretionary dollars right now. Ms. Gnojek is hopeful that the new billing company will help collect money owed in the long-term. Mr. Montera informed the Board members of an executive decision to hold all collection calls for at least 90 days. Director Babb agreed that it would be prudent.

The big question is what is going to happen in the future. Ms. Gnojek reported that the District is putting plans in to place now. All Capital Assets have been frozen, discretionary spending has been suspended, as have salaries and hiring. All managers have been tasked with trying to find new and creative ways to generate revenue. Ms. Gnojek has been preparing to write the FEMA grant. She is working on generating a revised budget taking into account the impact from COVID. Ms. Gnojek believes the year end Net Loss will be in the \$500,000-600,000 range, taking into account a potential 50% decrease in net patient revenue and a marked decrease in special ownership tax, investment and grant income. This is as opposed to the \$1.2 million surplus at the end of 2019. Ms. Gnojek's budget adjustments include: paring down travel, professional development, and deferring repairs and maintenance. Per her discussions with Mr. Montera, and Mr. Brandes, Ms. Gnojek suggests that the District be prepared to take a loss this year. In August, with the property tax assessment being released, there will be a better idea of the long-term community impact. A committee will be formed to determine staffing levels and reduction of benefits to prepare for next year's budget. Mr. Montera has encouraged Mr. Bradford and the Operations team to actively manage the schedule weekly if not on a daily basis. Director Babb concurs with the direction the Executive Team is taking. He believes the investment in communications will pay for itself, as there will be an interesting story to tell in the long term. Mr. Kingston agrees that being prudent with spending is wise, but it is also important to take care of the staff.

Mr. Smith inquired of Director Babb about Vail Resorts strategies for this summer. Director Babb replied that they are in the planning phase as there are multiple scenarios each with a different financial impact. July is the earliest time for any hope of occupancy. They have a

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return to work task force, figuring out how to get certain employees back working to prepare the mountain for next winter.

Mr. Montera stated that per discussions on the County policy calls, Eagle County will take a crawl, walk, run approach as we reopen the county, but unfortunately that will mean most if not all of the summer tourism business will not exist.

Ms. Bartnik stated that Mountain rec is reconfiguring and trying to open their summer camp program early. This could help ease the burden on parents who need to return to work as the county opens businesses up.

Mr. Smith stated that the District's biggest asset is the staff. He believes it is wise to make good decisions short and long term to try and keep them.

Dr. Woodland inquired how the cooperative with the ski patrollers was going. Mr. Montera reported that between 16-20 were hired and did the initial training. This surge crew was hired on a part-time basis for 90 days. The District may utilize them during this time if there is a resurgence and/or to help if staff needs time off. The initial investment was approximately \$1000/person, but will not cost any more money unless they work. Mr. Dunn stated that it was the greatest unplanned training test of all time and provided insight on mass hiring and many lessons for the future.

#### **Chief Operations Officer Report-**

Mr. Brandes stated that the operations report mirrors the financial report quite closely. He feels that the District is fortunate right now as a Special District with 2 sources of income. He echoed previous sentiments about staffing with plans to slowly unwind the initial ramp up by not filling empty slots from vacation and sick time. Mr. Brandes commented that amazingly, psych transfers have plummeted.

**Outreach -** The Outreach report was included in the packet for review.

**Clinical -** The Clinical report was included in the packet for review.

#### **Quality and Compliance –**

The Quality and Compliance report was included in the packet for review.

#### **Vail Mountain Rescue-**

Mr. Smith commented that operations were normal until 3/17 with one rescue on 4/4 and 4/7, but nothing since then.

#### **Thank You-**

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Director Babb gave a huge thank you to Mr. Kingston for his service as a member of the Board of Directors, as this is his final Board Meeting. Mr. Kingston stated that he has really enjoyed the position and mentioned it has been wonderful to work with such a great staff and thanked all for the opportunity. Director Babb asked Ms. Coakley to put something together about Kingston's tenure on the Board.

**Executive Session-**

The Board adjourned for Executive Session to discuss 24-6-402 (4)(g), C.R.S., Consideration of any documents protected by the mandatory nondisclosure provisions of the Open Records Act.

**The Board reconvened at 8:58 a.m.**

In executive session, three accounts were presented to the Board for consideration. The total amount of approved write-offs was \$5058.25. Upon motion duly made and seconded, it was unanimously

RESOLVED to accept the staff recommendations as presented.

**Adjournment –**

There being no further business to come before the Board, by motion duly made and seconded it was unanimously

RESOLVED to adjourn the Regular Meeting of April 23, 2020.

Respectfully submitted,

Secretary for the Meeting

Jennifer Cooley Follett

Approved: Board of Directors

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